

Bureau for Policy and Program Coordination

The Development Challenge: In the 21st century, the principal aim of American foreign assistance is to contribute to global peace, prosperity, and security by promoting political, economic, and social progress in developing and transition countries, while addressing humanitarian issues as they arise. The world is changing more rapidly today than ever before. The complex and daunting challenges facing lesser-developed countries in the context of ever-increasing globalization require knowledge and understanding that empower donor agencies such as USAID to make effective policy and program decisions. The evolving global environment poses new challenges to development, and USAID is reforming its program and administrative structures to meet these challenges head-on. In the past two years, USAID has undergone significant agency restructuring, implementing necessary reforms to maintain its position at the forefront of the development community. USAID has built upon its previous successes and has positioned itself to better respond to U.S. national interests, foreign policy objectives, and values. In FY 2003 and beyond, USAID will continue this process of evolution in order to adapt to changing global conditions. This vision of change will be essential to maintaining and promoting USAID's position as a leader in the international development community.

The USAID Program: USAID's Bureau for Policy and Program Coordination (PPC) addresses the above development challenge by concentrating its program activities in three critical areas: 1) shaping the policy debate on development and humanitarian assistance; 2) aligning ends and means by ensuring that budgets reflect strategic priorities; and 3) developing and disseminating timely, policy-relevant knowledge and analysis of critical development issues. PPC provides quick, experience-based policy analysis as well as longer-term in-depth evaluations to share lessons learned and to inform the global development policy debate. Current evaluations address topics such as investments in agriculture, support of education in the Islamic world, and the role of transition assistance. In FY 2002, PPC played a key role in bringing together the international donor community by helping to create and organize the World Summit on Sustainable Development (WSSD) held in South Africa and supporting other development-related conferences around the world. In FY 2003, PPC will sponsor workshops to discuss the development of freedom, opportunity and knowledge in non-Arab countries with large Muslim populations. PPC will also complete a policy document on new directions in development assistance to supplement the recently published U.S. National Security Strategy and USAID's recently released report on Foreign Aid in the National Interest.

In the area of strategic budgeting, USAID is changing its planning and resource allocation processes to better meet U.S. strategic priorities and better inform its decisions by emphasizing performance. PPC is carrying out an extensive development process for a new joint USAID strategic plan with the Department of State and for the implementation of a new strategic budgeting model. These two efforts focus on meeting the requirements of the Presidential Management Agenda (PMA) for better integrating performance and budgeting. Once completed, these new elements will enable USAID to better contribute to national security objectives by addressing the global development challenge more efficiently and more effectively, thereby maximizing the impact of U.S. development assistance and humanitarian aid resources.

"Knowledge management" is the systematic process of finding, selecting, organizing, distilling and presenting information in a way that improves comprehension in a specific area of interest. It involves acquiring, storing and utilizing knowledge for problem solving, dynamic learning, strategic planning and decision making, protecting intellectual assets from decay, adding to Agency intelligence and providing increased flexibility. Knowledge management helps USAID gain insight and understanding from its own experience. PPC is responsible for ensuring that relevant and timely information is made available to USAID's administrative and program managers as well as to the broader U.S. foreign affairs community. USAID's new approach to knowledge management will utilize modern electronic management systems for information collection, storage, retrieval, dissemination and sharing. These improved systems will enable USAID to make better and more informed decisions on policy priorities and program design, and to greater influence the U.S. foreign affairs and international development community.

Other Program Elements: N/A

Other Donors: PPC represents USAID in various Organization for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) fora, including the DAC Expert Groups on Evaluation, Poverty and Conflict. PPC works in collaboration with multi-lateral and bilateral donors, such as the World Bank, the European Union, the G-8 members, the United Nations, the Inter-American Development Bank, the Asian Development Bank, the African Development Bank, the United Kingdom, Japan, and Germany on current and future development activities, and on evaluation of past development programs.

Data Sheet

USAID Mission:	Bureau for Policy and Program Coordination
Program Title:	Learning from Experience
Pillar:	Global Development Alliance
Strategic Objective:	996-013
Status:	Continuing
Proposed FY 2003 Obligation:	\$4,700,000 CSH; \$7,400,000 DA
Prior Year Unobligated:	\$584,000 DA
Proposed FY 2004 Obligation:	\$3,400,000 CSH; \$6,150,000 DA
Year of Initial Obligation:	1998
Estimated Completion Date:	2005

Summary: This USAID program includes policy analysis and evaluation, knowledge management, and performance budgeting. These initiatives provide USAID with the necessary information and analysis to design and implement effective development assistance and humanitarian aid programs, manage and more fully utilize the Agency's extensive network of development knowledge and experience, support the President's Management Agenda, promote effective forums for international donor coordination, and disseminate important information to the greater development community.

Inputs, Outputs, Activities:

FY 2003 Program:

Evaluations and development information services (\$7,900,000 DA and/or CSH). USAID will pursue a mix of long-term evaluations and short-term analyses to support the Agency's objectives, including an improved knowledge management system for development leadership, strategic budgeting, evaluation, and knowledge-sharing initiatives. The program will also provide analytical support for materials on lessons learned from USAID's experience, create an electronic system for group collaboration, and begin implementation of online systems for tracking presidential initiatives and calculating political risk assessments. Principal contractors, grantees or partners are: Academy for Education Development (AED), International Business Initiatives (IBI), LTS Corporation, Management Systems International (MSI), Checchi/Louis Berger Joint Venture, and The Mitchell Group.

Shape the development policy debate (\$2,100,000 DA and/or CSH). USAID will further shape its strategic planning and program guidance processes; sponsor workshops on freedom, opportunity, and knowledge in non-Arab countries with large Muslim populations; work with bureaus, missions and interagency partners to define potential policy priorities; produce articles for USAID's internal newsletter, editorials, and other outreach-oriented materials that convey USAID policy to target audiences within and outside the Agency; and co-sponsor a National Academy of Sciences workshop on USAID science and technology programs. This program will also develop and disseminate USAID core strategies for education, anti-corruption, agriculture, and trafficking in persons. Principal contractors, grantees or partners are: University of Maryland's Center for International Reform and the Informal Sector (IRIS), the U.S. Departments of Agriculture, and Treasury.

Donor coordination and outreach (\$1,100,000 DA and/or CSH). USAID will carry on dialogue and negotiations with other bilateral and international donors; participate in international events and bilateral consultations; represent USAID in Tokyo, Organization for Economic Cooperation and Development (OECD), Brussels, Geneva, and the World Bank; support field missions; assist in donor strategy development; provide information services for U.S. Government reporting to the OECD's Development Assistance Committee (DAC), analytical support to USAID and other agencies, and current reports on policies and programs of other bilateral and multilateral donors; and coordinate analyses to support U.S. leadership in international organizations. Principal contractors, grantees or partners are: U.S. Departments of Agriculture and Education, Office of the U.S. Trade Representative, USAID Development Information Services, OECD/DAC, World Bank, and World Trade Organization.

Develop and implement a comprehensive strategic budgeting system (\$1,000,000 DA and/or CSH). USAID will continue to develop a strategic budgeting system; prepare a new and highly focused Agency strategic plan; complete the design of the strategic budgeting model; complete the operating expense cost study; integrate strategic budgeting into USAID's business systems; improve USAID's performance management system; use the new strategic budgeting system and criteria to approve strategic plans and to allocate resources; coordinate the next round of program assessment and rating tool (PART) reviews; and manage USAID-wide program portfolio reviews. Principal contractors, grantees or partners are: IBM Performance Consulting and the National Academy for Public Administration (NAPA).

FY 2004 Program:

Improve knowledge management systems (\$6,300,000 DA and/or CSH). USAID will continue to develop and expand the use of knowledge management systems, including an analysis of the establishment of additional community of practice (CoP) sites and further transform the current USAID library into a fully operational Knowledge Sharing and Learning Center. USAID will also increase program evaluations by giving more assistance to program officers throughout the Agency. USAID will fully implement its online Presidential initiatives network, provide an Agency-wide assessment of USAID performance relating to the United Nations' Millennium Development goals, and test its newly developed Agency scorecard for development risk. Principal contractors, grantees or partners are: Academy for Education Development (AED), International Business Initiatives (IBI), LTS Corp., Management Systems International (MSI), Checchi/Louis Berger Joint Venture, and The Mitchell Group.

Shape the development policy debate (\$1,650,000 DA and/or CSH). USAID will work to implement the Monterrey Consensus and determine the impact of the Millennium Challenge Account on how USAID does business; assess the implications of trends in USAID programs; revise the USAID strategy on environment; develop a policy paper on institutional capacity-building; develop operational guidelines for a multi-sector approach to address the development impacts of the HIV/AIDS epidemic; provide policy support for interagency initiatives in the Middle East and the Muslim world; and continue to enhance the PPC Website to provide easy access to USAID policies and strategies. Principal contractors, grantees or partners are: University of Maryland's Center for International Reform and the Informal Sector (IRIS), and the U.S. Departments of Agriculture and Treasury.

Donor coordination and outreach (\$800,000 DA and/or CSH). USAID will address performance-based assistance, poor performing states, conflict, program support, and the critical need of good governance and economic growth. Specific donor coordination activities will: support the U.S. in hosting the 2004 Group of Eight (G-8) Summit; intensify bilateral consultations with key donors; promote multi-donor agreements; increase analytical work in multilateral fora; and increase involvement in crisis response task forces. Principal contractors, grantees or partners are: U.S. Department of Agriculture, Office of the U.S. Trade Representative, USAID Development Information Services, Organization for Economic Cooperation and Development's Development Assistance Committee, World Bank, United Nations, and G-8.

Develop and promote strategic budgeting model (\$800,000 DA and/or CSH). USAID will refine the strategic budgeting model and translate Agency priorities into processes for the allocation of program and operating expense resources; modify and update program, budget, and financial management policies and practices; streamline the Agency's performance management system; and direct the new strategic budgeting system to integrate priority-setting and performance. Principal contractors, grantees or partners are: IBM Performance Consulting, and the National Academy for Public Administration (NAPA).

Performance and Results: In FY 2002, USAID obtained excellent results in advancing to the forefront of the global development policy debate by establishing broad policy consultation with international donors, publishing analyses and evaluations on key development policy issues, providing knowledge management support to field and Washington-based offices, and attaining notable success in developing a strategic budgeting model for the Agency. With successful completion of this strategic objective, USAID will strengthen its position among the world's top development assistance and humanitarian aid organizations while promoting U.S. national security interests and strategic priorities.

US Financing in Thousands of Dollars

Bureau for Policy and Program Coordination

996-013 Learning from Experience	CSH	DA
Through September 30, 2001		
Obligations	6,013	23,747
Expenditures	3,942	19,367
Unliquidated	2,071	4,380
Fiscal Year 2002		
Obligations	0	0
Expenditures	0	0
Through September 30, 2002		
Obligations	6,013	23,747
Expenditures	3,942	19,367
Unliquidated	2,071	4,380
Prior Year Unobligated Funds		
Obligations	0	584
Planned Fiscal Year 2003 NOA		
Obligations	4,700	7,400
Total Planned Fiscal Year 2003		
Obligations	4,700	7,984
Proposed Fiscal Year 2004 NOA		
Obligations	3,400	6,150
Future Obligations	0	0
Est. Total Cost	14,113	37,881